

20 March 1970

MEMORANDUM FOR: General Cushman

SUBJECT: General Comments on Survey of Job-Related
Attitudes of Five- and Ten-Year Agency Employees

1. The preliminary indications of the Survey do not reveal any quick explanation why only 46% of those responding considered Agency management favorably in their response to question 22. This is all the more perplexing when the replies to all questions indicate about 65% favorable responses. The answer may be available when [redacted] complete their analysis of the individual written comments which accompanied each response to the Survey. These should be ready in late April.

2. The Survey can be a useful management tool to illuminate problem areas and possibly even correct certain management assumptions about employee attitudes. [redacted] consider that the Survey of these groups of younger employees indicates a very favorable level of satisfaction in comparison with other agencies. It is a positive picture without serious problems. There are areas of softness, however, and there are some distinct differences among the Directorates.

3. [redacted] believes that the concern for advancement opportunities and the vaguely expressed disapproval of the way the Agency is run might indicate dissatisfaction with communication from top management. In the responses to the written question, there was surprisingly sharp criticism of "career management." In referring to "management" people were talking about manpower management. The young officers included in the Survey were generally not concerned about their immediate job environment, but with their future career prospects.

4. The five- to ten-year employees covered by the Survey actually comprise a group which is less than half of the Agency. It is quite possible that the major attitude problems are not in this group but in the larger group of older Agency employees. It may, therefore, be desirable to survey sample groups of older employees whose possibly more negative

attitudes influence the younger officers. Only when the attitudes of the entire Agency have been sampled will it be possible to determine where the principal problem areas are.

5. Some of the negative views in the survey reflect historical circumstances. The personnel distribution pattern, which younger employees feel blocks their prospects for advancement, is due to the bulge in hiring in the early fifties. Advancement prospects are further delayed by the current squeeze in slots, budget and cover. On the other hand, the Agency recruits highly intelligent, trained, motivated and creative people. Such persons will be unusually critical as well.

6. At the root of at least part of the problem is the fact the shape of an organization is not a square, it is a pyramid. There are many fewer senior positions than there are ^{for} people starting out at the bottom. If there is not a regular, fair and humane procedure for selection out and early retirement of some of our officers, the glut of older employees who cannot advance further will continue to discourage younger officers, and limit and delay their chances for advancement.

7. The next step should be to survey the attitudes of a sample of employees 40, 45 and 50 years old. When the results have been analysed and compared with the attitudes of the younger employees, top management might then review the whole picture and consider the management implications.



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